

## OUTLINE FOR TALK BEFORE THE DD/S STAFF MEE

INTRODUCTIONFILED: *Meeting 3*  
RETURN TO

RECORDS MANAGEMENT DIVISION

Acknowledgement of introduction and preliminary remarks relative to reports management.

Reports are records - as a matter of fact they are one of *the most* important records. They provide essential data and information necessary to heads of Offices and Staffs which they must have before they can make proper decisions. Therefore we believe that, to be effective, reports ~~MANAGEMENT~~ must be properly prepared, managed, controlled and used. Reports management, ~~then~~, is an organized and coordinated effort undertaken by an organizational element to increase the value of its reports, provide simpler and more direct reporting, and to eliminate and prevent unessential reporting. The objectives we have in mind in our Agency are fewer and better records. We want to make sure on the affirmative side that we create only those records that ~~are~~ necessary. Most of us at one time or another wish that we had a better record of something. Sometimes we go back to a pencilled note scrawled on our calendar pads in order to create in our own bailiwicks what we should have put down as a permanent record. That is particularly true in the upper levels of our Agency when, for instance, Dr. Tietjen calls Col. Edwards on the phone and they make a momentous decision, and sometimes not in writing.

On the other hand, too many of us make a lot of records that we do not need. This is a protective device in many instances. At one time or another, someone asked for ~~something~~ and when it couldn't be produced immediately, the boss got ~~angry~~ <sup>upset</sup> and someone was embarrassed. That sort of thing is multiplied many times and is responsible for many situations we find ourselves in.

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PROGRESS TO DATE

As the result of splendid cooperation and assistance throughout the Agency, considerable progress has been made in many phases of records management. We were able to report to the Bureau of the Budget that we had a substantially well-integrated records management program. Some of the principal items of progress which you may be interested in are:

- a. A handbook on subject filing has been issued. This outlines a standard method for filing most types of correspondence. It has been introduced into a number of offices and I believe that the General Counsel's office, the Office of Logistics, and some others have found it to be a very satisfactory system.
- b. An active vital materials program is in effect. The recent experiences in Operation Alert were sufficient to indicate this.
- c. Standards for filing equipment and filing supplies have been issued. These have been responsible for a substantial reduction in the Agency's budget in this area. Data obtained from Mr. Garrison's people in Logistics indicates that there was a reduction of 84% in the procurement of new filing equipment during the past fiscal year as contrasted to ~~the~~ fiscal year 1954.
- d. A new style and procedures handbook on correspondence management was issued. Significant interest has been displayed in many places in the Agency in effective letterwriting. As a result, ~~now~~ we have distributed a large number of copies of that fine brochure on "Plain Letters" published by GSA.
- e. There has been a reduction in the number of copies of forms by almost 3 million in fiscal year 1955 as compared to the previous year.
- f. There are over 20,000 cu. ft. of records in the new Records Center. If ~~the~~ these records were in active office space they would require over 2500 safe cabinets costing the Agency about \$600,000. ~~As~~ I am happy to

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say that the DD/S offices have contributed substantially to the progress made in records disposition. The records that they have in the Center are approximately 25% of the total.

g. Permanent records in the Agency vary from a minimum of 5% to a maximum of 45%. This compares favorably to the experience of the Government average of 26% and an industry average of about 4%.

#### WHY IS REPORTS MANAGEMENT NEEDED

While significant progress has been made in most areas of records management, we have a big void in records creation and reports management is needed to round out an already effective program otherwise.

One of the principal recommendations of the Hoover Commission's report on Paperwork Management was that each Agency head establish a reports management program. We have committed ourselves to such a course of action in our reply to the Bureau of the Budget on this report. Notwithstanding our commitment to the Bureau of the Budget, we should have a normal desire to use this additional tool of management to improve our operating techniques. In fiscal year 1955, almost 15 million ~~not~~ <sup>stale paper</sup> sheets of ~~mail~~ bond and tissue paper were used in accordance with information obtained from Mr. Garrison's office. Over 17 $\frac{1}{4}$  million copies of forms were reproduced. Add to these figures the tremendous volume of paperwork reproduced by mimeograph, ditto and other processes, and you can visualize how great is our records creation problem. We can only surmise that a substantial amount of this paperwork is concerned with reports because we have ~~never~~ <sup>in order for us</sup> never made an inventory of our reports problem. Here, however, are a few <sup>few</sup> illustrations of how reports can get ~~out of hand~~ <sup>multiply</sup>:

- a. There are 13 separate types of reports required by the ~~Federal~~ <sup>to the PO Dept.</sup> Government to account for penalty indicia mail.
- b. Five separate reporting requirements are required for customs payments to foreign countries.

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c. Just a cursory review of our own regulations indicate that there are over 110 reporting requirements. One office in the DB/S area prepares an estimated 100 types of inter-office and intra-office reports, another 65.

#### WHAT WILL REPORTS MANAGEMENT DO FOR YOU?

It is very well to say that too many records are created and that we should stop it. To control records creation, however, we have to be a little bit more tangible in making a statement to the effect that something should be done. Fortunately, a technique that has been tried and found to be satisfactory is reports control. Many of us agree that we make too many reports but on the receiving end, we complain that there are not enough. Yet we know how time-consuming reports preparation can be.

Shortly after I came into the Agency, I came in contact with [redacted]

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who told me about some of the benefits the Dept. of the Army had obtained from a reports management program. The Navy Dept. in one survey alone cancelled or improved almost 4,000 reports which required almost 400 man years to prepare. We propose to explore the reporting field in our own Agency on an organized basis for the first time. We should, therefore, expect significant results. An illustration of the very small way of what can be accomplished is best illustrated by an experience that I had recently in inquiring as to why our Records Center needed to prepare a report for another ~~Agency~~ office in the Agency. They had been doing this for some time and it appeared to be necessary. A little discussion with the office, however, determined that they no longer had the same need for it and it could be eliminated. The result - a savings of 660 man <sup>47257 annually</sup> hours. Incidentally, this was partially responsible for us completely discontinuing overtime in the Records Center.

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The Comptroller, Mr. Saunders, has taken the lead in our Agency in the introduction of a reports management program. I am sure that he sees significant benefits to it.

I have discussed this subject with [redacted] and he is about ready to launch a program throughout the DD/I area. I have also discussed this with [redacted] and he is quite interested. I am sure that each one of you ~~xx~~ is saying now - "But how am I going to do it? We have recently gotten a ceiling imposed upon us and we may have to curtail some of our activities instead of taking on new ones." Reports management will give you an opportunity to examine some of your present requirements and see if they can be improved, curtailed, or eliminated. In this way, you can make better use of your manpower.

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#### PROGRAM OPERATION

- a. Decentralization
- b. Coordination by the Management Staff
- c. Memo from the DD/S
- d. Inventory and Appraisal
- e. Review at Office and Staff levels
- f. Submit inventory and recommendations on inter-office ~~and~~ to the DD/S Panel.
- g. Management Staff will provide technical guidance and assistance

DISTRIBUTE COPIES OF BROCHURE "INTRODUCTION TO REPORTS MANAGEMENT!"

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